MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2015/2016

BMG 1614-MANAGEMENT

(All Sections / Groups)

9th March 2016
2.30PM-5.30PM
(3 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **FOUR (4)** pages including the cover page.

2. This paper consists of two sections.
   Section A: Case Study
   Section B: Essay

3. Answer **ALL** questions in **Section A** and **Section B**. The distribution of the marks for each question is given.

4. Write your answers in the Answer Booklet using a pen.

Section A: Case Study (50 marks)

Answer All Questions.

Organizational Volunteers

They are individuals you might never have thought of as being part of an organization's structure, but for many organizations, volunteers provide a much needed source of labor. May be you have volunteered at a Habitat for Humanity build a homeless shelter or some non-profit organization.

However what if the volunteer assignment was at a for profit business and the job description read like this spend a few hours a day at your computer,supplying answers online to customer questions about technical matters like how to set up an internet home network or how to program a new high definition television all for no pay. Many large corporations start-up companies and venture capitalists are betting that this emerging corps of web-savvy helpers will transform the field of customer service.

Self-check-outs-outs. Self check-ins. Pumping your own gas(although most of you are probably too young to remember having an attendant that pumped your gas, checked your oil, and washed your windshield). Filling out online forms. Businesses have become very good at getting customers to do free work. Now they are taking the concept even further especially in customer service settings by getting volunteers to perform specialized work tasks.

The role that these volunteer enthusiasts have played especially in contributing innovations to research and development efforts, has been closely researched in recent years. For example case studies highlight the product tweaks made by early skateboarders and mountain bikers to their gears.

Researchers have also studied the programmers behind open source software like the Linux operating system. It seems that individuals who do this type of volunteering are motivated mainly by payoff in enjoyment and respect among their peers and to some extent the skills they're able to develop. Now as the concept of individuals volunteering for work tasks moves to the realm of customer service can it work and what does it mean for managers?

For instance at Verizon's high speed fibre optic internet, television and telephone service, volunteers are answering customer questions about technical matters on a company sponsored customer service website for no pay. Mark Studness, director of Verizon's e-commerce unit was familiar with sites where users offered tips and answered questions. His challenge? Find a way to use that potential resource for customer service. His solution? Super or lead users-that is, users who provided the answer and dialogue in web forums.

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The experiment at Verizon suggests that company sponsored online communities for customer service, if handled adeptly hold considerable promise. Studness says that you have to make an environment that attracts these super users of the world because that's where the magic happens.

A company that worked with Verizon to setup its structure said that the mentality of super users in online customer service communities is similar to that of devout gamers. So they set up the structure with an elaborate rating system for contributors with ranks, badges, and kudos counts. So far Studness is happy with how it is gone. He says the company sponsored customer service site is a very productive tool partly because it absorbs many thousands of questions that would otherwise be expensive calls to a Verizon call center.

Question 1

What do you think about using "volunteers" to do work that other people get paid to do? **(12 Marks)**

Question 2

If you were in Mark Studness's position, what would you be most concerned about in this arrangement? How would you manage that concern? **(13 Marks)**

Question 3

How do these volunteers fit into an organization's structure? How does six elements of organizational design affects Verizon's structural approach? **(15 Marks)**

Question 4

Do you think this volunteer's approach could work for other types of work being done or in other types of organizations? Explain. **(10 Marks)**

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Section B: Essay Questions (50 marks)
Instruction: Answer ALL FIVE (5) questions

Question 1

Explain any ten principles of Management stated by Henri Fayol. **(10 Marks)**

Question 2

Briefly describe the Maslow's Five (5) needs of motivation. **(10 Marks)**

Question 3

Explain the steps of decision-making process with suitable examples. **(10 Marks)**

Question 4

Describe any Five (5) barriers to communication. **(10 Marks)**

Question 5

Discuss Five (5) sources in which leader's power has been identified. **(10 Marks)**

End of Pages.